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SECRET

To: SUPERVISORS

To eliminate lack of objectivity and "halo effect" supervisors are instructed to appraise the individual under the following procedure:

FIRST - Identify the individual in one of the following job families: OPERATIONAL; ANALYTICAL-RESEARCH; ADMINISTRATIVE; or TECHNICAL.

SECOND - Appraise the individual against the specific job criteria of his basic family.

THIRD - Appraise the individual against the ADDITIVE criteria necessary at higher levels of competence and responsibility.

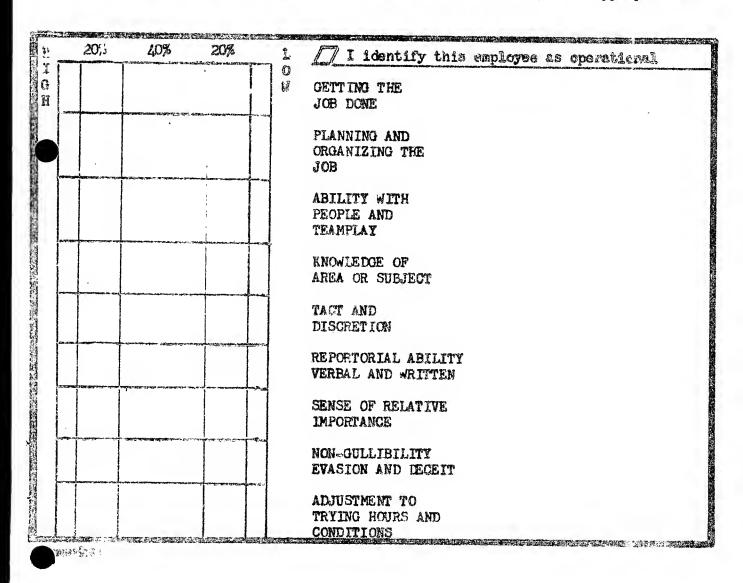
In identifying the individual in a job family, the individual s FUNCTION is the determinate factor, not his Office or Division.

Having identified the individual in a SINGLE job family, the individual's abilities or "potentiality" for greater breadth of service and higher responsibility are to be appraised against the ADDITIVE criteria.

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This job family is grounded in action; organizing it, planning it, getting it done. As action is played with end against people, these characteristics identify this type: an ability to meet with, live with and get the most cut of people; and to create enthusiasms, price in mission and sense of mattering. Area and subject are important but as handmaidens of action, i.e., knowledge that dictates feasibility or reveals vulnerability. In the exceptionable individual there may be large analytical and research abilities, but the prototype is the extrovery and man-of-action.

For each factor observed circle the appropriate point to indicate how the officer compares with all others of comparable duty whose professional abilities are known to you personally. Do not limit this comparison only to others now under your command. Do not hesitate to mark "Not observed" on any quality when appropriate.



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No individual comes by these qualifications easily or lightly. Yet in whole or in part, they are required for higher achelon work in this Agency. As only the exceptional individual could hops to rate highly in this section, appraisal will be carefully scrutinized for "hale effect".

For each factor observed circle the appropriate point to indicate how the officer compares with all others of comparable duty whose professional abilities are known to you personally. Do not limit this comparison only to others now under your command. Do not hesitate to mark "not observed" on any quality when appropriate.

H	20%	40%	20%	L	Check here if appraisal is intended to relate to a latent ability or "potential"
H				M	INTELLIGENCE INSIGHT AND ACUMEN
AE.					ABILITY TO CREATE THE HYPOTHESIS
SUBSTANT IVE					DISCIPLINED MIND AND ORDERLY THINKING
SUBS					ABILITY TO SUSPEND JUDGMENT
					COOPERATES WITH ASSOCIATES
NOS					SENSE OF PERIPHERAL AND DIRECT TIE-INS
LIAISON					MOVES FREELY AND EFFECTIVELY WITH EQUALS AND SUPERIORS
					ABILITY TO SUPERVISE
IVE					ABILITY TO HANDLE AND INSPIRE
	TO DEVELOP SUBORDING ATES				
_					TO PLAN AT POLICY AND HIGH LEVEL
					TENACITY
SENSE OF PERSONAL GOAL ADAPTABILITY					
ERS					ADAPTABILITY
<u>с.</u>					PHYSICAL ENERGY
		of after the party of the party			SELF DISCIPLINE

Remarks:

Approved For Release 2001/11/16 : CIA-RDP78-03087A000100010004-9 SEURET

Pages 1, 2, and 4 of the presending form (OPERATIONAL) would be combined with each of the following three forms to make up a complete appraisal blank for these job families:

ANALYTICAL—RESEARCH, ADMINISTRATIVE and TECHNICAL.

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ANALYTICAL RESEARCH

This job family is grounded in study; reading, scanning and integration. Area and subject are of commanding importance with action a second remove. There is required an absorbed interest in new factual minutia and new relations between tacts; a "feel" for analysis (the examination of component parts separately and in relation to the whole) and for research (the revision of accepted conclusions in the light of newly discovered facts). In the exceptional individual there may be operational abilities, but the protetype is the professional or specialist.

	[I identify this amployee analytical resear
	KNOWLEIGE OF AREA OR SUBJECT
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	RESISTANCE TO TEDIUM
	SENSE OF AVENUE OF ATTACK
24.14.14.14.14.14.14.14.14.14.14.14.14.14	ANALYTICAL AND RESEARCH ABILITY
	READING COMPRE- HENSION AND "GUTTING A BOOK"
	ABILITY TO DIGEST AND REWRITE
	SENSE OF BEARING OF NEXT DESK"S SPECIALTY
- AND THE RESIDENCE OF STREET SECTION AND ADDRESS OF STREET	MEETING DEADLINES

Remarks:

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ADMINISTRATIVE

This job family is grounded in good "housekeeping" is as knowledge and same control of proceedures coupled with an ability to keep an organization moving freely and smoothly. Knowledge of intelligence techniques is helpful but the requirement is for a generalized knowledge rather than for a specialized understanding. In the exceptional individual there may be a flair for generation of the idea, but the prototype has a native resistance to (rather than thrill in) the new idea coupled with a large facility in picking the flaw and in saying, no.

	I identify this employed administrative
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TECHNICAL

This job family is grounded in technical knowledge of the specialty and the broad field of the specialty. Area and language are handmaidens. The prototype is the technician, the linguist, the engineer and the scientist.

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Rumarkus

